

Approved For Release 2004/04/01 : CIA-RDP80M00165A000300050011-5

NOTE FOR: The Director

1 JUL 1977

DDA
6/13/77

SUBJECT: Creativity and Ethics

Last fall, as a result of my concern over the need to maintain our creativity in the face of new restrictions and controls, I commissioned a small group of officers to brainstorm on this subject. The result was a study entitled "Summary Report -- Two Seminars on Creativity and Ethics in the CIA," which I sent to you in March.

In February, I asked the Deputies to meet with their operating component chiefs to discuss the findings contained in the study. I wanted to determine the extent to which the findings would receive broader-based agreement and which ones might not lend themselves to Agency-wide implementation.

Reports by the DDA and the DDS&T on discussions they held are attached. In summary, the following views emerge from the two reports:

Creativity - There is a general concern that current fiscal constraints and approval processes are so cumbersome that it is not worth the effort to get green lights for new ideas.

Decisionmaking - The reaction was mixed on whether more authority should be delegated downward. A widespread view is that too many decisions are bucked upward to the topmost levels.

Channels of Communication and Dissent - There appears to be a general feeling that managers must make a greater effort to keep channels of communication open and recognize the need to commend as well as condemn. The existing channels for dissent were viewed by the DDS&T group as inadequate because they are too formal and associated with the chain of command.

Canon of Ethics - Both groups felt it was not a good idea to try to stipulate a code. The feeling was unanimous within the DDA group, where the issue was viewed as a personal one for which the example of good leadership would be more effective. In the DDS&T, it was felt that ethics cannot be legislated and that Agency standards are already high.

Reports by the DDI and DDO will be completed next week. I will see that [redacted] is informed of the results of all the Directorate discussions.

/s/ E. H. Knoche

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DDA

Attachments

ER 77-559/6

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ER 77-559

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1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.